

NASA
OFFICE OF SMALL AND DISADVANTAGED
BUSINESS UTILIZATION

FUNCTIONAL LEADERSHIP PLAN

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Approved by: _____

Date:

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I. INTRODUCTION

This document sets forth the NASA Office of Small and Disadvantaged Business Utilization (OSDBU) Functional Leadership Plan within the framework, management principles, and structure identified in the NASA Strategic Plan and the NASA Strategic Management Handbook. The Plan describes the OSDBU's overall purpose and direction including mission, goals, objectives, and performance metrics used in assessing mission success. It also describes the Office's major initiatives.

II. MISSION

The OSDBU is the office within NASA that is responsible for promoting Agency utilization of small, small disadvantaged, and women-owned small business concerns in compliance with Federal laws, regulations, and policies. It also assists such firms in obtaining contracts and subcontracts with NASA and its prime contractors. The OSDBU, which exists in every Federal agency pursuant to The Small Business Act, sets strategic direction for the Agency in small business matters and evaluates NASA's performance of such functions. Also pursuant to Federal Law, the head of such office reports directly to the Administrator. In order to assist the Agency in performing its mission, this office promotes, effectuates, and monitors the maximum use and the full integration of small, small disadvantaged, and women-owned small businesses, including minority educational institutions, which produce the highest quality of products and services at best value, particularly in the high-technology areas. This includes the meaningful participation of such firms in NASA's technology transfer and commercialization activities.

III. GOALS

- To utilize all categories of small business to the maximum extent practicable, which at a minimum, meet or exceed socioeconomic business goals set by Federal law or negotiated with the Small Business Administration;
- To increase NASA contract and subcontract dollars awarded to small disadvantaged businesses in high technology areas, including their participation in the agency's technology transfer and commercialization activities; and,

- To institutionalize those initiatives which provide for more effective small and disadvantaged business utilization into permanent NASA policy;
- To comply with all Federal laws and regulations which pertain to small and small disadvantaged business utilization;
- To provide world class leadership in the area of small and disadvantaged business utilization; and,
- To increase the number of NASA's graduated high tech 8(a) contractors that are no longer dependent on only NASA contracts for business survival.

IV. **DRIVING PHILOSOPHY**

- Small Businesses (including Small Disadvantaged Businesses (SDB's), Women-Owned Small Businesses (WOSB's), Historically Black Colleges and Universities (HBCU's) and Other Minority Educational Institutions (OMEI's) are the OSDBU's "products;"
- The Enterprises, Centers, Functional Offices, and large contractors and other institutions are its "customers;"
- The OSDBU identifies and grooms its "products" to make them more marketable to its "customers" for the safe and successful performance of the overall NASA mission.

V. **RESPONSIBILITIES**

The Associate Administrator for Small and Disadvantaged Business Utilization is responsible for the following:

- Serves as the senior NASA advisor to the Administrator to advocate the utilization of small businesses in NASA programs;
- Develops and advises management on policies and procedures for the implementation of applicable laws and regulations pertaining to small and disadvantaged business utilization;
- Negotiates Agency annual socioeconomic goals with the Small Business Administration (SBA);
- Oversees Agency compliance with Federal legislation that establishes specific participation goals of small, disadvantaged, and women-owned small businesses in prime contracts and subcontracts;

- "In accordance with the Small Business Act, has supervisory authority over personnel of such agency to the extent that functions and duties of such personnel relate to functions and duties under sections 8 and 15 of the Act, which requires the maximum practicable utilization of small businesses by the Agency" and,
- Serves as the Executive Secretary for the NASA Minority Business Resource Advisory Committee.

VI. FUNCTIONS

- **Policy Formulation:**
 - Ensures compliance with public laws and regulations, including Federal Acquisition Regulations, NASA FAR Supplement, and NASA policy directives as related to small businesses;
 - Formulates policies that support OSDBU's missions, roles and responsibilities, revises existing policies, and develops new policies in response to oversight findings;
 - Implements recommendations of the Minority Business Resource Advisory Committee, which have been approved by the NASA Advisory Council and authorized by the Administrator; and,
 - Develops and implements policies as directed by the Administrator.
- **Oversight:**
 - Evaluates, against defined performance measures, the office functions and conducts oversight of Centers to promote the integration of small businesses into NASA's missions and programs;
 - Develops measurable socioeconomic goals by working with the enterprises and Centers to negotiate the annual goals with the Small Business Administration;
 - Monitors the collection of data from direct contract awards and large prime subcontract awards for timeliness and accuracy; and,
 - Analyzes NASA's socioeconomic business performance in a way that enables centers to make better projections of small business utilization for annual goal-setting purposes.

- Outreach:
 - Conducts conferences, forums, training sessions to raise the awareness of the public and the high-technology business community to the benefits of utilizing small businesses;
 - Conducts national and regional conferences to familiarize small businesses of opportunities for doing business with NASA Centers;
 - Conducts forums at Centers to expose small high-tech companies to NASA technical and project management personnel who establish requirements and fund contracts;
 - Sponsors training programs for emerging small businesses;
 - Conducts employee awareness sessions, which explain the value-added benefits of utilizing small and disadvantaged businesses absent legal and regulatory requirements;
 - Encourages prime contractors to utilize small businesses as subcontractors; and,
 - Conducts the Minority Business and Advocates Award Program to honor and recognize outstanding small disadvantaged and women-owned companies and individuals internal and external to NASA who have distinguished themselves as small business advocates for such initiatives.
- Advocacy:
 - Advocates for the maximum utilization of all categories of small businesses on NASA programs and missions throughout the Agency;
 - Makes the case for small and disadvantaged business utilization before groups and forums outside of NASA;
 - Provides conflict resolution services in small business/NASA customer disputes;
 - Works with Federal regulatory agencies to ensure fair policies for small businesses.

VII. **MEASUREMENT OF SUCCESS:**

- Maximized Utilization of Small Businesses: The OSDBU will maintain monthly, semi-annual and annual metrics on the agency's utilization of all categories of small businesses. End-of-the-year totals will be measured against agency goals.
- Increase in High Tech Contracts: The OSDBU will develop annual metrics to determine the amount of NASA contract dollars awarded to SDB's in high-tech areas. It will also develop figures to determine the annual participation of SDB's in NASA technology transfer and commercialization
- Institutionalization: The OSDBU will keep metrics on how many of its initiatives or recommendations made by the Minority Business Resource Advisory Committee are incorporated into permanent NASA policy.
- Compliance: The agency's compliance with Federal laws and regulations pertaining to small and disadvantaged business utilization will be measured by the OSDBU at Procurement Management Surveys.
- Independence of Graduated 8(a) Contractors: OSDBU will update the MBRAC Survey of 8(a) Graduate High Tech Contractors every three (3) years to measure the business health of such firms.
- World Class Leadership: The OSDBU will measure the NASA Small Business Program as a **World** class leader by maintaining (a) comments of other government agency officials from media or other forms of communication; (b) records of awards or other kinds of recognition to NASA, its OSDBU or NASA personnel by other Federal agencies, private industry and international organizations for their small business activities; (c) relevant media coverage; (d) letters of commendation; (e) requests for OSDBU to write articles or give presentations to Federal-wide, industry and/or international audiences; and (f) evidence of use of NASA OSDBU programs or aspects of its programs as "best practices" by the Federal, private or international sectors.